

Cover Sheet – Social Service Activity

AGENCY NAME: Craig's Doors--A Home Association, Inc. and Interfaith Housing Corporation of Amherst

AGENCY ADDRESS: P.O. Box 101, Amherst, MA 01002 (Craig's Doors) and P.O. Box 658, Hadley, MA 01035 (Interfaith)

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2012 CDBG REQUEST: \$115,000

1. Project Name: *Craig's Place*--Emergency Homeless Shelter located at the First Baptist Church, Amherst, MA

2. Project Description: To operate a seasonal, emergency shelter with supportive services for those who are homeless from November 1, 2012 - April 30, 2013.

3. Project Location: First Baptist Church, 434 North Pleasant Street, Amherst, MA

4. Budget Request: \$115,000.00

5. Type of Activity (check one):

☒ Homelessness and sheltering

☐ Youth development and afterschool care

☐ Adult education and job training

☐ Emergency & preventive services: emergency rental assistance, emergency fuel assistance, emergency food and emergency shelter services that can include case management and coordination.

☐ Other – please explain

6. Demonstrate Consistency with Community Development Strategy: The 2012 Community Development Strategy states that "especially important at this time are services that support the chronically homeless and extremely low income, including sheltering services, case management..." (p.5) Housing, identified as priorities 1, 4 and 6 in the 2012 list of priority projects, recognizes the critical need for affordable/low income housing in Amherst. This need is immediately reflected in the number individuals who are homeless and, thus, must seek emergency shelter when access to extremely low income housing is not available and/or they are in the process of securing it. In addition, Community Services (priority #3) identifies "welfare services... emergency services...emergency shelter, emergency food, information and referral services" among the top CDBG priorities. Funding for the operation of Craig's Place Emergency Homeless Shelter would fulfill the CDBG Community Development Strategy's priorities across several categories. Emergency shelter not only meets the immediate need of those in our community who are homeless, but also provides a site where priority housing for the extremely

low income can be accessed and community services such as welfare services, emergency food and social service referrals can be administered during the shelter season. Initiating these services during the shelter season also increases the ability of community service providers and referral agencies to provide services to those shelter guests most in need throughout the calendar year. In keeping with the Town's Master Plan, the emergency shelter is located within easy access of the town center, public transportation and local social service providers. Based upon past experience, the shelter is welcomed within the immediate residential and University neighborhoods.

7. Describe how you will ensure that participants meet low/moderate income requirements: All guests who seek shelter at Craig's Place will work with shelter staff, social service and outreach workers to complete intake information which will include income status as an aid in identifying their qualifications for potential social service benefits and outreach referrals. Income data, as well as additional information as requested by the Town, will be collected on a monthly basis as part of the shelter operator's monthly report to Town officials. Data collected during prior shelter seasons confirm that shelter guests consistently represent extreme low-income individuals (less than 30% of average income for Massachusetts residents).

8. National Objective: On May 20, President Obama signed into law a bill to reauthorize HUD's McKinney-Vento Homelessness Assistance programs. These programs continue Federal initiatives to address homelessness across the country, as well as expand existing programs. Expansion and consolidation of the Continuum of Care program under the HEARTH Act includes the Shelter Plus Care program, Supportive Housing program and Moderate Rehabilitation/SRO programs. New incentives will soon exist for moving individuals from shelter to permanent housing under rapid re-housing and permanent supportive housing programs for the chronically homeless. Craig's Doors' community-based approach to sheltering includes increased access to supportive services following Continuum of Care guidelines as well as a policies supporting Housing First/rapid re-housing priorities. Recent changes in Federal legislation and programs recognize that shelter alone is seldom the solution to issues of chronic homelessness. In keeping with these national objectives, Craig's Doors and Interfaith Housing Corporation share the long-term mission to actively secure permanent housing for shelter guests as available within the current low-income housing stock, as well as through the development of extreme low-income supportive SRO housing (represented by a three year cooperative development plan between Craig's Doors and Interfaith Housing to raise funds for and develop a permanent shelter site and SRO housing in Amherst).

Total number of individuals served: 84, based upon data collected for the emergency shelter operating during the 2010-2011 shelter season,

Total Low/Mod individuals served: 84, or 100%, as verified to the extent possible, based on intake and social service provider data during the 2010-2011 shelter season.

Please submit responses to the following questions:

A. Please describe in full the project for which you are requesting funding: To operate a seasonal, emergency shelter with supportive services for those who are homeless in the town of Amherst from November 1, 2012 - April 30, 2013. Shelter and supportive services will be provided for the approximately 20 - 25 homeless individuals known to outreach workers in town, as well as

60 - 80 individuals who, for a variety of reasons (loss of housing, lack of space in area shelters, emergency circumstances) must seek emergency shelter during the coldest seasons. Those who are homeless in our area experience a higher than average disability rate and significantly lower incomes than the general population. Past data indicate that 50% of shelter guests are physically and/or mentally disabled; 61% have substance abuse issues and 31% meet the definition of chronically homeless.

B. What is the community's need for the proposed project/program? National statistics verify that in any community there are individuals that, for a variety of reasons, are without a home. Since Amherst began providing emergency shelter services in 2009 (the Warming Place 2009-10 and The Amherst Homeless Shelter 2010-11), the active use of these services by those in our community who are homeless (84 individuals last shelter season) reinforced the need for emergency shelter and illustrated the benefits to the broader community by providing them. Those without adequate shelter during the coldest months of the year are highly vulnerable to exposure, malnourishment, a lack of physical and mental health care, and ultimately, death. The emergency shelter has received exceptional support from the Amherst Police Department (and Officer Linda Newcomb, APD shelter liaison, in particular), however, the responsibility for the safety of homeless individuals on the street at night in the winter should not be the sole responsibility of the APD. When shelter staff work in cooperation with the APD, the community benefits by not only preventing deaths due to exposure, but also by providing a secure and identifiable destination for those seeking shelter. This allows the APD to utilize the shelter as a referral as well as focus on conducting their primary public safety functions.

Last year, two individuals who had been regular guests of the emergency shelter died. Their deaths, while occurring outside of shelter operating hours, are a tragic illustration of the vulnerabilities that are experienced by those who are without a home and who rely on the support of our community to provide what services are possible to help prevent further untimely deaths.

C. Community Involvement:

In 2009, the Town recognized the need for an emergency shelter for the homeless and made funds available to open the Warming Place at the First Baptist Church (FBC). The FBC subsequently served as the shelter site provider for the Amherst Homeless Shelter during the 2010-2011 shelter season and will continue to provide the site under a temporary occupancy permit until a permanent shelter site is developed. As part of these activities, shelter operators and the FBC have reached out to those who are homeless and the broader community to identify needs and seek support for the ongoing operations of the shelter.

In 2010, significant renovations to the FBC were required to meet local and state building codes. The FBC initiated a private fundraising campaign to fund these renovations. As a result, over 200 individuals, local organizations, businesses and the faith-based community responded enthusiastically by donating more than \$90,000 toward renovations to allow the shelter to open. Volunteer support for the emergency shelter has included significant in-kind donations, outreach services, meal preparation, transportation, and employment opportunities for guests both during and after the shelter season.

Craig's Doors was established as a community-based organization committed to the notion that "it

takes a village" as well as the importance of being "locally grown." Our community, including the Town of Amherst and the faith-based community in particular, has illustrated its commitment to providing shelter to those who are homeless and to reaching out in tangible and supportive ways. Craig's Doors will fulfill this commitment by welcoming local volunteers, area organizations, houses of worship and town officials to cooperatively work together to accomplish the goal of a safe, welcoming, respectful and community based emergency shelter.

As part of its 2011-2012 application to operate the emergency shelter, Craig's Doors will fulfill the recommendation that shelter guests be involved in the process of determining shelter policy, including but not limited to conducting guests survey's and utilizing the data gather to compile a best-practices resource handbook for shelter operations. Craig's Doors welcomes this recommendation and would implement this practice as shelter operator during the 2012-2013 shelter season.

D. Project Feasibility:

1. Based upon the past shelter season data, emergency shelter services were utilized by 84 individuals during the six month shelter season. This data is consistent with past estimates, although current economic conditions and the lack of extreme low income housing in the area suggest that a slight increase may be anticipated in the upcoming year, should conditions remain the same. Experience with those who are homeless in the area suggest that, while demand may be consistent or on the increase, individuals will make the decision to seek emergency shelter based upon their experience of its operations, in particular the consist applications of policies and respect extended to guests by shelter operators. In 2010-2011, the average number of guests per night at the shelter was 12.7 (13), however the shelter reached its capacity (16) on several occasions when severe weather and the lack of alternative shelter reached peaks throughout the season. Code requirements at the FBC site limit shelter capacity to 16 individuals per night. This capacity is adequate during much of the shelter season, however Craig's Doors, in response to recommendations by the Town, is committed to seeking alternative shelter for individuals when capacity at Craig's Place has been met.
2. The funding amount of \$115,000 is requested to meet the operating costs of providing emergency shelter at the First Baptist Church based upon past funding and confirmed in-kind donations to defer additional costs of operation. The slight increase in our request from last year's funding (\$101,000) reflects the actual (past) costs and new programming to extend services before 9:30 p.m. at local hospitality sites (see A. above) for the 2012-2013 shelter season.

In addition to direct funding through CDBG, significant in-kind contributions have defrayed the cost of shelter operations in the past and have been committed for the 2012-2013 shelter season by the FBC and local organizations (i.e. the Food Bank, Eliot Homeless Services), as well as area social service professionals, local businesses and individuals. Should additional direct funding be required, Craig's Doors and Interfaith Housing Corporation, Inc., partners in this application, in cooperation with the First Baptist Church, are prepared to raise those additional funds that may be necessary to meet the need for emergency sheltering during the 2012-2013 shelter season in excess of available CDBG funding. This will be accomplished through direct fundraising and/or through the application of additional grants (i.e. HUD Continuum of Care funds, as applicable, private/corporate/ community/civic foundations such as Eastern Bank Charitable Foundation, The Community Foundation of Western Massachusetts, Rotary International) and corporate matching fund programs as applicable to individual donations. Based upon past fundraising efforts on behalf of the emergency shelter in our local community, Craig's Doors and Interfaith Housing are confident that viable, albeit limited, funding sources can be made available, should the need for additional funding

jeopardize the timely opening of the shelter.

3. Craig's Place Management/Staffing/Volunteer Plan:

The shelter will have 2 staff on site at all times (1 male, 1 female) as well as trained volunteers who will assist staff and guests in the nightly operations of the shelter. Staff will be trained in all necessary duties as required by law, to include necessary CPR/First Aid/Blood-borne pathogens training for staff (and selected volunteers, as determined). Our staff supervision plan will strictly adhere to opening and closing hours of the facility, with particular attention to advance set-up of the facility prior to opening each night and prompt closing in the morning to clean the facility for church use during the day.

Staff will implement intake procedures and assessment tools for gathering information and data to maintain accurate records of shelter guests and shelter operations (both quantitative and qualitative). The staff of Craig's Doors will work cooperatively with social service and outreach workers to provide appropriate on-site and referral services to shelter guests, including but not limited to counseling by licensed social workers, housing and employment assistance, assistance for accessing health services and substance abuse treatment facilities, specialized referral services for the disabled, and community networking, as applicable, in support of the individual circumstances of shelter guests. Craig's Doors will promptly comply with all CDBG and Town requirements for reporting data and outcomes, to include all information and activities requested in Item 7 of the Purchase Description of the Request for Quotes.

Based upon the information gathered, and in addition to daily data collection, Craig's Doors will work cooperatively with Town staff and committees to develop a template (handbook) of best-practices for shelter operations and outreach. It is a particular priority of Craig's Doors to work with the Town to develop clear and consistent policies that address both the needs of shelter guests and community/municipal expectations. The it is intention of the staff and board of directors of Craig's Doors to implement these best-practices and build upon them to further develop programs and policies during the 2011-2012 shelter season.

Included in these expanded services and reflected in the budget request for 2012-2013 are "warming place" sites at area houses of worship that will open at 7:00 p.m., prior to the opening of the shelter at 9:30 p.m. These extended services will be offered in response to the recommendation of social service providers, Town committees and volunteers who have worked closely with those who are homeless in our community. Because the approved shelter site cannot open before 9:30 p.m. and days are short during the winter months, these extended "warming places" will offer an additional two hours of shelter, hospitality and community engagement to those who have no where else to go during the evening. It is the intention of Craig's Doors to implement these extended services during the 2011-2012 shelter season, to the extent possible at the current funding level, and to build up them in preparation for the 2012-2013 shelter season.

The Management Team:

Shelter management will include the following personnel experienced in the administration of direct services to those who are homeless and low-income as well as sustainable non-profit management. The direct management team will have the full support of the Craig's Doors board of directors, whose qualifications and experience will actively contribute to the successful operations of *Craig's Place* (please see profiles of directors, attached).

It is the goal of Craig's Doors to operate with the highest level of oversight and staff professionalism while providing the highest level of accountability and efficiency to maximize available funding resources.

Executive Director: Laura Quinn, PhD, is a founding board member of Craig's Doors and has subsequently accepted the position of Executive Director. Her experience in non-profit management and professional development, in senior positions at MIT and Smith College as well as an independent consultant, spans 25 years (please see attached resume). Most recently, she coordinated the successful \$90,000+ capital campaign to raise funds for the required renovations to the FBC shelter site (8/10-5/11) and served as a staff member at the first Warming Place shelter at FBC in 2009-2010. Her commitment to community service includes serving as a Town Meeting member, Crocker Farm School Governance Council and the Committee on Homelessness. Dr. Quinn's academic research in Visual and Cultural Studies has focused on the theory and practice of home, as represented across cultures, in museums, within communities and by individuals. Her involvement in the creation of Craig's Doors brings together her academic training, non-profit management and development experience and sustained commitment to community service on behalf of those who seek shelter and a home of their own.

Board member and proposed Director of Programs: Upon the successful application of Craig's Doors to operate the emergency shelter for the 2011-2012 season, Kevin Noonan, currently a founding board member and Clerk of Craig's Doors, will join the staff of Craig's Doors as Director of Programs (please see board profile, below, and attached resume). As such, Mr. Noonan will oversee all shelter operations, including staff supervision and training, code/Health Department requirements, policy, procedures and maintaining detailed records in compliance with Town reporting requirements. Mr. Noonan brings with him nearly 30 years of experience directing services for the homeless, low-income and refugee populations in the United States, Asia, Africa and Central America. As Executive Director for twenty years of Open Pantry Community Services of Springfield, MA (a private, non-profit agency with an annual budget of \$3.4M operating nine distinct programs for the poor, homeless and disadvantaged), his knowledge of the management and operations of sheltering represent an exceptional asset to the Craig's Doors/Interfaith Housing proposal.

Shift Supervisors (to be named): Shift Supervisors will have extensive administration experience and a demonstrated commitment to serving the needs of homeless and low-income individuals. He/she will have the ability to manage both direct and indirect reports as well as experience working with volunteers, familiarity with budgets and financial reporting, and knowledge of homeless shelter operations. He/she will be able to communicate effectively with staff and volunteers, clinical outreach workers, members of the human service and faith-based community and homeless individuals. Candidates for these positions are currently under consideration.

Direct Services Staff: Individuals will assist the Shift Supervisors with daily operations at the shelter. They will be hired from a diverse pool of candidates to provide direct services and care of shelter guests based upon their experience serving those who are homeless and, equally important, their commitment to fulfilling Craig's Doors's model of respectful, community-based sheltering. Direct services staff will report to the Shift Supervisors and the Director of Programs. Candidates for these positions are currently under consideration.

Site Manager: Jerry Gates, President of the Board of Directors of Craig's Doors and member of the First Baptist Church, will oversee the facilities and church personnel responsible for maintenance and cleaning, as well as serve as shelter liaison to the Pastor and Deacons of FBC (please see board profile, below). Mr. Gates will continue his leadership by lending his site expertise and dedication to the process of working with the town and community members to insure that the shelter is in compliance with all local and state requirements and is a welcoming, clean and safe destination for the homeless during the cold winter months ahead. Mr. Gates successfully supervised significant renovations at the FBC shelter site prior to opening the shelter on November 15, 2010, including installation of a 6" water line, sprinkler system and showers to comply with local and state building and fire codes. Mr. Gates was instrumental in raising the private funds necessary to complete these renovations. Mr. Gates is currently supervising additional renovations required by local and state building and fire codes to obtain an Occupancy permit for the shelter this coming shelter season, as well as enhancing facilities for shelter storage and social services in compliance with local and state codes.

Site Supervisor: Rafael Reyes will lead the daily site operations for the FBC, including maintenance and cleaning. Mr. Reyes is a member of the First Baptist Church and, as he has illustrated over the past two years while serving in this capacity, he runs a tight ship. He and his able crew (including Joe Dawlen, who runs operations for the weekly food pantry) will insure that the facilities are in top working order, clean, and represent the commitment that they and the Church have made to provide this critical service for people who are homeless.

Social Service providers:

In accordance with Town requirements that all social service providers be professionally licensed for the 2011-2012 shelter season, Craig's Doors has secured the participation of the following mental health professionals to extend services and referrals to shelter guests for the 2012-2013 shelter season:

Margaret Wright, LCSW, Eliot Community Human Services, Western Massachusetts region and resident of Amherst. Ms. Wright has been a social service provider at the FBC shelter site since its establishment as a "Warming Place" in 2009-2010, and as a full service emergency shelter in 2010-2011. She will be continuing her work with shelter guests during the 2011-2012 shelter season and in 2012-2013, with the successful application for CDBG funding to extend shelter operations.

Frank Gatti, MD, Board Certified in Neurology and Psychiatry, Supervising Faculty, Department of Psychiatry, University of Massachusetts Medical School, Worcester, MA and Amherst resident. Dr. Gatti has joined the Craig's Doors social service team for the 2011-2012 shelter season and will continue to provide his exceptional training, expertise and experience to our team upon the successful funding of the shelter for the 2012-2013 shelter season.

Additional social service and community outreach is currently under negotiation/consideration with local organizations and providers, including services for the disabled through a referral partnership with Stavros Center for Independent Living, Tapestry Health Services and with Licensed Independent Social Workers in the community.

Volunteer Management:

Volunteers from the community will be welcomed and will fulfill important roles in the operation of

the shelter. Their participation will maximize the service and efficiency of paid staff, increase the ratio of guests to on-site workers, and instill a welcoming and compassionate environment in which guests feel comfortable and safe. Volunteers will be recruited throughout the local community, representing the local colleges and the University (i.e. Amherst College Center for Community Engagement, Smith College community outreach volunteers, various UMass community service organizations), local residents, and members of the faith-based community (including Mercy House, Vita Nova, the Unitarian Universalist Society, Korean Church, the Congregational and Episcopal Churches, as well as the Jewish, Catholic and Islamic communities). Craig's Doors will make it a goal to build support for the homeless in all realms of the local community. In addition, our policy will include the recruiting of volunteers who will contribute to the goal of securing housing and prospective employment for as many shelter guests as possible during and at the conclusion of the shelter season. Craig's Doors and FBC anticipate expanding volunteer opportunities this shelter season to meet a growing number of requests from prospective volunteers in the wake of last year's successful fundraising campaign in support of shelter renovations.

While we actively encourage community volunteerism, Craig's Doors will adhere to a clear and consistent volunteer policy in which all volunteers will be screened and receive training prior to being scheduled for volunteer duties.

Our first priority in training staff and volunteers will be to insure that all guests are treated with respect, consistency and compassion. The shelter will operate with the understanding that it serves as the guests' home each evening and staff, volunteers and outreach workers will work cooperatively to instill a safe, mutually-respectful and welcoming environment.

All staff and volunteers will receive training as required by regulations and appropriate to their respective roles. In addition, all staff and volunteers will be trained to assist guests in accessing community services and providing relevant referrals, as appropriate.

Craig's Doors--A Home Association, Inc. Board of Directors and Officers

Jerald H. Gates, founding President:

Jerry Gates is President and Owner of Echo Village Corporation of Amherst, MA, a residential and commercial general contracting corporation, established in 1972. A resident of Hatfield, MA, Jerry's experience in the development of housing, including low-income housing in the Amherst community, spans over 40 years (see attached resume). His commitment to community service, as a Deacon, Trustee, Treasurer and Property Manager at First Baptist Church and founding site supervisor of the first Warming Place and Amherst Homeless Shelter at FBC continues as the founding President of Craig's Doors. Jerry's extensive business and contracting experience bring the highest level of executive business skill and guidance to the board of Craig's Doors in service to both its short-term and long-term mission to provide shelter and low-income housing for the homeless in Amherst.

Seren Derin, board member and Treasurer:

Seren Derin is a resident of Amherst and has served as Fiscal Director of Stavros Center for Independent Living, Inc. since 1983 where she is responsible for an operating budget of \$8,500,000+, including managing the Fiscal Intermediary Program that serves over 6,300 consumers, including payroll, accounts payable, billing and reporting, and the supervision of 46 staff members. Seren has volunteered in a number capacities for the Town, serving on various committees; she is current a board member of Interfaith Housing Corporation, Inc. and Zonta Club of Northampton Area (serving as

treasurer for two terms.) Seren holds a degree in Business Administration and brings nearly 30 years of financial accounting and fiscal operations experience to Craig's Doors as its Treasurer.

Kevin Noonan, founding board member and Clerk (proposed Director of Programs):

Upon the successful application of Craig's Doors to operate the emergency shelter for the 2011-2012 season, Kevin Noonan, resident of Amherst, will join the staff of Craig's Doors as Director of Programs. As such, Mr. Noonan will oversee all shelter operations, including staff supervision and training, code/Health Department requirements, policy, procedures and maintaining detailed records in compliance with Town reporting requirements. Mr. Noonan brings with him nearly 30 years of experience directing services for the homeless, low-income and refugee populations in the United States, Asia, Africa and Central America (please see attached resume). As Executive Director for twenty years of Open Pantry Community Services of Springfield, MA (a private, non-profit agency with an annual budget of \$3.4M operating nine distinct programs for the poor, homeless and disadvantaged), his knowledge of the management and operations of sheltering represent an exceptional asset to the Craig's Doors/FBC partnership proposal. Kevin's commitment to community service includes serving as a Town Meeting member and as a past member of the Committee on Homelessness. Kevin served as the volunteer coordinator of the Warming Place (2009-January 2010) and Consulting Manager of the Amherst Homeless Shelter for the FBC during the 2010-2011 shelter season. Most recently, he has been actively involved in disaster relief efforts and housing support in Springfield in the wake of severe tornado damage.

Jan Dizard, founding board member:

Jan Dizard is a professor at Amherst College where he has taught since 1969. An Amherst resident, he has served the town in a number of capacities—an elected town meeting member, ten plus years on the Planning Board, a board member and now president of Interfaith Housing which has been actively promoting affordable housing for the past forty years. He is a founding member of Friends of Amherst Recreation and has volunteered for many task forces, most recently working with the Council on Aging to facilitate a study of the needs of the town's elderly population.

Andrea Lorraine, board member:

Andrea Lorraine, Craig Lorraine's sister, grew up with Craig and their two sisters in Western Massachusetts. Andrea graduated from the University of Vermont with a Bachelor of Science degree in Medical Technology. Since graduating, she has worked in various capacities at Quest Diagnostics in Cambridge, Massachusetts, currently as both the Director of Laboratory Operations and the Manager of the Microbiology Department. She also serves on the Board of Directors of the Bay state chapter of CLMA (Clinical Laboratory Management Association). A Chicopee native, Andrea now resides in Salem, MA, although retains strong connections with family and friends in the Pioneer Valley. Andrea brings an important perspective to the work of Craig's Doors through her long personal experience as a family member of a shelter guest who was without a home for many years. Andrea and her sisters are thus intimately familiar with the struggles associated with homelessness and the challenges that confront families and friends who care deeply for and seek to address the variety of issues with which individuals suffer as a consequence of chronic homeless. Andrea is an eloquent and compassionate speaker on behalf of the families of those who are homeless and brings with her a strong commitment to improving the conditions of people in our region who are homeless in Craig's memory.

The Board of Directors of Craig's Doors, in cooperation with the Board of Directors of Interfaith Housing Corporation, will assume full responsibility for all internal controls of the emergency shelter and the timely completion of all activities in compliance with CDBG and Town requirements.

4. Craig's Doors and Interfaith Housing Corporation of Amherst, both registered 501(c)3

organizations, share the mission of addressing issues of low/extremely low income housing in our community. Interfaith Housing has been conducting its charitable activities toward this goal since 1966, including the development of Village Park at East Pleasant Street in Amherst, among the town's first low-income housing initiatives. Its board of directors is comprised of local residents with a long history of community service. These include: Professor Jan Dizard, President; Jim Lumley, Treasurer; C. Thomas Hancock, Clerk; Seren Derin, Doug Reybeck, Chris Riddle and Robert Ryan, Directors. Most recently, Interfaith Housing has entered into an agreement with Craig's Doors to provide seed-funding for Craig's Doors and a three year matching gift agreement toward funds raised to implement its shared long-term mission of providing permanent shelter to the homeless and to develop supportive Single Room Occupancy (SRO) housing for extremely low income residents in Amherst.

Craig's Doors successfully filed for 501(c)3 status as a registered non-profit corporation in August, 2011. With seed-funding provided by Interfaith Housing and contributions from local residents, Craig's Doors has established operations to implement its immediate goal of operating the emergency homeless shelter at the FBC beginning November 1, 2011 - April 2012. Funds for the 2011-2012 emergency shelter were previously secured through a CDBG grant of \$101,000. At the time of this proposal deadline, Craig's Doors anticipates entering into a contract with the Town of Amherst to fulfill its proposal to operate the shelter for the upcoming season (to be confirmed).

Craig's Doors--A Home Association, Inc. was founded by motivated individuals in response to a growing awareness of and necessity for addressing issues of homelessness from a community-based perspective. Inspired, in part, by the early 20th century housing advocate, Dorothy Day, and named in memory of Craig Lorraine, a beloved Navy veteran and shelter guest whose untimely death last year affected many in our community. Craig's Doors was established in recognition that it is through the strength and combined support of community that individuals thrive in our society. We are all dependent upon our communities and no one needs community more than those among us who have no place to call home. Home is, by definition, local. Craig's Doors is thus a "locally grown" organization committed to sheltering and, ultimately, realizing a model of supportive housing for extremely low-income people who have experienced homelessness within our community. Craig's Doors was named not only in memory of Craig Lorraine, but specifically in response to his wish, expressed to a shelter staff member in 2010 after a long winter's day on the street: "I just want a door...A room with my own door..."

The first step in achieving this goal of a door of one's own, however, is a safe, respectful and supportive place where shelter and help toward taking the next steps can be found. Craig's Doors represents a community of individuals and organizations who are prepared to combine their resources, expertise and commitment toward successfully achieving this goal.

Although a new organization, Craig's Doors is comprised of individuals with decades of experience serving those who are homeless, managing non-profit organizations, creating and developing housing opportunities, raising the necessary resources, serving low-income and disabled members of our community and reaching out to those in need. As such, Craig's Doors offers a unique approach to community-based sheltering by combining years of professional experience with a fresh commitment to leveraging our local resources on behalf of our neighbors who are homeless.

This proposal represents a partnership between the board and management team of Craig's Doors,

the lead operating agency, and Interfaith Housing Corporation, an established non-profit corporation with a 45 year track record of developing and supporting low-income housing in Amherst; Interfaith Housing Corporation has been conducting its charitable work in Amherst since 1966. The management team of Craig's Doors (see attached resumes) represents nearly 30 years of providing direct sheltering and outreach services to the homeless and extremely low-income (Director of Programs, Kevin Noonan), 25 years of non-profit management and professional development experience (Executive Director, Laura Quinn) and 40 years of real estate development, contracting and property management experience (Jerry Gates, President of the board of Craig's Doors and FBC shelter site manager). Together, the partnership between Interfaith Housing Corporation and Craig's Doors fulfills all agency requirements toward the goal of operating an emergency shelter, while offering extensive value-added services toward the long-term goal of establishing a permanent shelter and developing supportive SRO housing in Amherst.

5. Budget: Please see attached 12 month shelter budget; agency FY11 revenue and expenditure report and current budget.

E. Impact

The primary impact of the emergency homeless shelter will be reducing the risk of death among those in our community who are homeless during the coldest winter months.

Once this primary objective is met, Craig's Doors and its partnering organizations will provide social services and referrals for mental health treatment, housing assistance, employment opportunities and community outreach as determined by professional staff to meet the needs of individual guests.

Based upon data collected during the 2010-2011 shelter season, 84 individuals were provided meals, shelter and social services with stays ranging from 1 - 150 nights, with the average stay of 28 nights. No deaths resulted from exposure in Amherst during the operating season of the shelter. 23 guests were accepted into various social service programs and/or treatment facilities or secured independent housing.

Qualitative measurements illustrate that safe shelter, hot meals and community support significantly improve the lives of those who are homeless in our community and provide a basis upon which to secure housing, a stable income through employment and/or qualified benefits, and ultimately, self-reliance. One shelter guest last winter secured independent housing and employment in the community through outreach efforts at the end of the shelter season. Another past guest secured employment, housing and, ultimately, the finances necessary to relocate and join his family in North Carolina. Yet another shelter guest secured housing at the end of the shelter season, although not within the Amherst community, and has subsequently returned to Amherst and is without a home. This last individual illustrates the impact of the sustained community support and involvement that is at the heart of Craig's Doors' mission. Many who are homeless in Amherst have a strong identification with our community. Their successful transition from homeless to self-reliance and, in many cases, treatment, often relies on the local networks of support that are established at the shelter and continued throughout the year.

The collection of quantitative data during the upcoming shelter season will allow our community to increasingly measure the direct impact of emergency shelter for those who are homeless in our community. While the primary impact will continue to be the prevention of loss of life and securing a safe, regulated overnight facility for those seeking shelter, priorities for the development of extremely low income housing, a strengthened local network of social service providers, and

programs in development by Craig's Doors to extend mentoring and employment opportunities will provide additional sources for measuring the long-term impact of emergency shelter services toward the ultimate goal of reducing the number of people who are homeless in our community.

F. Evaluation:

Goals & Assessments: As the shelter operator, Craig's Doors seeks to provide emergency shelter for those who are homeless in our community as well as build upon a community-based model, in cooperation with Interfaith Housing, to achieve housing independence and access to supportive social services throughout the year for those who are homeless or are experiencing housing vulnerability.

The number of individuals who are homeless in our community has remained relatively consistent during the past two years in which emergency shelter has been provided (+/-80 individuals). While several (23) have secured housing and/or treatment in the past year, others have subsequently become homeless due to economic and/or life circumstances. Among these individuals, approximately 15 - 20 individuals could be considered chronically homeless and the majority have received social services during the emergency shelter season and throughout the calendar year. Case management of these individuals over the past two years through shelter operators and social service organizations has achieved success in some instances, while others who have declined direct services have nonetheless become integrated into the community. These individuals are now widely known to Craig's Doors staff, local community organizations, municipal authorities and volunteers. This kind of community integration, while a qualitative measurement, represents significant progress in evaluating, securing services for and ultimately providing permanent housing/shelter the chronically homeless in our community.

Craig's Doors will conduct intake procedures for all shelter guests to assess their individual needs and work with social service providers and outreach workers to develop a plan for each guest willing to participate with the goal of achieving self-sufficiency. Our assessment will be based upon intake data compiled for monthly reports to the Town, including: a daily log of guests, referrals to social service agencies and services provided, number of guests transported to other shelters, hospitals and detox programs, detailed guest information, program activities, issues and concerns of staff, volunteers and guests, guest surveys/evaluations, financial and budgetary reports, dates emergency shelter exceeded capacity and by how many guests, dates emergency shelter exceeded 4-beds for female guests and dates and reasons why guests were asked to leave the emergency shelter.

Success will be measured by progress toward preventing the loss of life/premature death of those who are homeless, securing housing for those who are most vulnerable and achieving self-reliance based upon the individual abilities of each shelter guest. While we cannot project a time in which some form of shelter during the coldest months will no longer be required for those who are homeless in our community, outreach efforts focusing on the most vulnerable--based upon criteria as established in the National Vulnerability Index--will significantly minimize the risk of death and the perpetuation of chronic mental health/substance abuse issues that most frequently perpetuate chronic homelessness. Significant qualitative and quantitative benefits for the larger community result from a community-based approach to homelessness. Not only is death on the streets of our town prevented, but those who are homeless become a part of a the broader, supportive community of social service providers, residents, volunteers and the faith-based community that has shown that it is committed to addressing the immediate and long-term issues that perpetuate homelessness in our town and across the nation.

G. Agency Information:

Craig's Doors--A Home Association, Inc. was formally founded in the summer of 2011 by motivated individuals in response to a growing awareness of and necessity for addressing issues of homelessness from a community-based perspective. Inspired, in part, by the early 20th century housing advocate, Dorothy Day, and named in memory of Craig Lorraine, a beloved Navy veteran and shelter guest whose untimely death last year affected many in our community. Craig's Doors was established in recognition that it is through the strength and combined support of community that individuals thrive in our society. We are all dependent upon our communities and no one needs community more than those among us who have no place to call home. Home is, by definition, local. Craig's Doors is thus a "locally grown" organization committed to sheltering and, ultimately, realizing a model of supportive housing for extremely low-income people who have experienced homelessness within our community. Craig's Doors was named not only in memory of Craig Lorraine, but specifically in response to his wish, expressed to a shelter staff member in 2010 after a long winter's day on the street: "I just want a door...A room with my own door..."

The first step in achieving this goal of a door of one's own, however, is a safe, respectful and supportive place where shelter and help toward taking the next steps can be found. Craig's Doors represents a community of individuals and organizations who are prepared to combine their resources, expertise and commitment toward successfully achieving this goal.

Craig's Doors has recently applied to serve as the shelter operator for the 2011-2012 shelter season, in the wake of the withdrawal of Milestone Ministries, last season's shelter operator. We are awaiting a determination by the Town in the next several days as to whether or not to our proposal to operate the shelter has been accepted.

Although a new organization, Craig's Doors is comprised of individuals with decades of experience serving those who are homeless, managing non-profit organizations, creating and developing housing opportunities, raising the necessary resources, serving low-income members of our community and reaching out to those in need. As such, Craig's Doors offers a unique approach to community-based sheltering by combining years of professional experience with a fresh commitment to leveraging our local resources on behalf of our neighbors who are homeless.

Mission:

Our mission is to establish a model of best-practices for sheltering and, ultimately create and develop a model of supportive SRO housing for those in our community who are most vulnerable. With the active support of community organizations such as Interfaith Housing Corporation, First Baptist Church and other area houses of worship, Eliot Homeless Services, Stavros Center for Independent Living, local businesses and area residents, Craig's Doors is creating a template that will allow us, as a community, to address the variety of issues that lead to and perpetuate homelessness. These include not only income status, mental health/substance abuse issues, joblessness and a recognized lack of affordable housing, but also the need all individuals have for being a part of a community that cares for and supports its members.

Integral to the development of this model, are the respectful relationships those involved in the founding of Craig's Doors have established with homeless individuals, human service providers in the region and the faith-based community. Craig's Doors is committed to providing a continuum of care based upon the physical, psychological and community needs of people who are homeless.

Craig's Doors's model is motivated by its mission to provide shelter and extend respect to those in need. As part of this mission, Craig's Doors respects the individual beliefs of shelter guests, staff and volunteers. It thus actively seeks the participation of all who wish to join us in our work.

Craig's Doors seeks to enter into a contract with the Town of Amherst to operate *Craig's Place*, an emergency homeless shelter located at FBC. In doing so, Craig's Doors will be accountable to and responsible for implementing a comprehensive management and operations plan for the 2011-2012 shelter season, including staffing and volunteer training per all regulations, and professional outreach services.

Craig's Doors is committed to working with local residents, community organizations and the municipal government to break new ground for the sheltering and long-term housing needs of the extremely low-income population.

About Interfaith Housing Corporation of Amherst:

Interfaith Housing has been conducting its charitable activities toward the goal of developing low-income housing since 1966, including the development of Village Park at East Pleasant Street in Amherst, among the town's first low-income housing initiatives. Its board of directors is comprised of local residents with a long history of community service. These include: Professor Jan Dizard, President; Jim Lumley, Treasurer; C. Thomas Hancock, Clerk; Seren Derin, Doug Keybeck, Chris Riddle and Robert Ryan, Directors. As noted above, Interfaith Housing has most recently entered into an agreement with Craig's Doors to provide seed-funding for Craig's Doors and a three year matching gift agreement toward funds raised to implement its shared long-term mission of providing permanent shelter to the homeless and to develop supportive Single Room Occupancy (SRO) housing for extremely low income residents in Amherst.

About the First Baptist Church, Amherst, MA:

The First Baptist Church (FBC), located at 434 North Pleasant Street, has a long-standing commitment to serving low-income and vulnerable residents in the Amherst community. FBC has agreed to again serve as the approved shelter site for the 2012-2013 shelter season. The weekly food pantry, operated by church volunteers, is visited by over 100 individuals and families in need; ESL classes are offered each year to residents from around the world seeking proficiency in English; medical services are regularly provided at a drop-in clinic for all who are in need of health care; church members and its leadership are active participants in the faith-based and secular community. Its location, adjacent to the UMass campus and within walking distance of downtown, make it a convenient and familiar site to a broad spectrum of the regional population.

FBC has served as the site of the Warming Place in 2009-2010, the Amherst Homeless Shelter for the 2010-2011 season and is will be the site for the 2011-2012 shelter. FBC offers a familiar

destination, convenient access at its location between the UMass Campus and downtown, and is committed to providing a secure, welcoming and fully compliant site for the 2012-2013 season.

Craig's Doors has the full support of the FBC (see attached letter of support from Senior Pastor Greg Mozel) and is prepared to enter into an agreement with FBC to provide the shelter site for the 2012-2013 season. It has already initiated this process and secured the support of Senior Pastor Greg Mozel for the 2011-2012 season (please see attached Letter of Support). This agreement represents a commitment on the part of Craig's Doors to work closely with FBC to fulfill all remaining local and state code requirements, including Building Codes, Fire, Health, and Zoning regulations. Since August of 2010, members of the board and the Executive Director of Craig's Doors have worked closely with FBC to engage, supervise and fund the services of architectural and code specialists, contractors, fundraising and human service professionals to complete the necessary permits, waivers and capital improvements to meet all initial requirements, including modifications for handicapped accessibility and shower facilities. FBC and Craig's Doors will continue to work closely together to fulfill any additional requirements to meet code regulations for the 2012-2013 shelter season.

The partnership of Craig's Doors and Interfaith Housing Corporation, in cooperation with the First Baptist Church, represents an application for funding based upon a exceptionally strong track record of agency service to the low-income population in Amherst, extensive management experience operating emergency shelters and social service programs, significant experience in the management and funding of non-profit organizations, and an extended commitment to providing a shelter site within a community that has strongly illustrated its desire to compassionately support those who are homeless. Through the creation of this partnership, funding for and services to those who are homeless in our community are further leveraged through the resources available in our local community.

Annual Shelter Budget

01 Nov. 2012 - 31 Oct. 2013

Amount	Nov. 2012	Dec. 2012	Jan. 2013	Feb. 2013	Mar. 2013	April 2013	May 2013	Jun. 2013	Jul. 2013	Aug. 2013	Sep. 2013	Oct. 2013	Total
Personnel	\$68,640.00	\$11,440.00	\$11,440.00	\$11,440.00	\$11,440.00	\$11,440.00	\$11,440.00	0	0	0	0	0	\$68,640.00
Taxes @ 11%	\$7,550.40	\$1,258.40	\$1,258.40	\$1,258.40	\$1,258.40	\$1,258.40	\$1,258.40	0	0	0	0	0	\$7,550.40
Staff Training	\$1,000.00	\$166.67	\$166.67	\$166.67	\$166.67	\$166.67	\$166.67	0	0	0	0	0	\$1,000.00
Total Personnel	\$77,190.40	\$12,865.07	\$12,865.07	\$12,865.07	\$12,865.07	\$12,865.07	\$12,865.07	0	0	0	0	0	\$77,190.40
Occupancy													
First Baptist Church (Including food, cots and supplies)	\$15,000.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	0	0	0	0	0	\$15,000.00
Liability Insurance	\$2,430.00	\$405.00	\$405.00	\$405.00	\$405.00	\$405.00	\$405.00	0	0	0	0	0	\$2,430.00
Total Occupancy	\$17,430.00	\$2,905.00	\$2,905.00	\$2,905.00	\$2,905.00	\$2,905.00	\$2,905.00	0	0	0	0	0	\$17,430.00
Equipment/Services (Expanded Services)	\$10,000.00	\$1,666.67	\$1,666.67	\$1,666.67	\$1,666.67	\$1,666.67	\$1,666.67	0	0	0	0	0	\$10,000.00
Sub Total	\$104,620.40	\$17,436.73	\$17,436.73	\$17,436.73	\$17,436.73	\$17,436.73	\$17,436.73	0	0	0	0	0	\$104,620.40
Admin	\$10,462.04	\$1,743.67	\$1,743.67	\$1,743.67	\$1,743.67	\$1,743.67	\$1,743.67	0	0	0	0	0	\$10,462.04
Total	\$115,082.44	\$19,180.41	\$19,180.41	\$19,180.41	\$19,180.41	\$19,180.41	\$19,180.41	0	0	0	0	0	\$115,082.44

Craig's Doors--A Home Association, Inc.

**FY 11 PROJECTED REVENUE AND EXPENSE REPORT
CRAIG'S DOORS--A HOME ASSOCIATION, INC.**

PROJECT: CRAIG'S PLACE, EMERGENCY HOMELESS SHELTER, 2012-2013

As of 15 September 2011

**TOTAL OF MUNICIPAL FUNDS REQUESTED FROM THE TOWN OF AMHERST
for 2012-2013: \$115,000.00**

**ANTICIPATED VALUE OF IN-KIND SUPPORT FROM FIRST BAPTIST CHURCH
AND OTHER SECURED SOURCES FOR THIS PROJECT: \$10,000**

**PROJECTED DIRECT EXPENDITURES FOR SHELTER OPERATION 2011-2012
(pending selection by the Town): \$100,998.59**

**TOTAL AGENCY PROJECTED BUDGET FROM ALL DIRECT AND IN-KIND
SOURCES, FY11: \$186,000.00***

***Confirmed revenue prior to full implementation of fundraising activities for Craig's
Doors to begin October 1, 2011.**

Craig's Doors--A Home Association, Inc.

Board of Directors and Officers

Jerald H. Gates, founding President

Jerry Gates is President and Owner of Echo Village Corporation of Amherst, MA, a residential and commercial general contracting corporation, established in 1972. A resident of Hatfield, MA, Jerry's experience in the development of housing, including low-income housing in the Amherst community, spans over 40 years (see attached resume). His commitment to community service, as a Deacon, Trustee, Treasurer and Property Manager at First Baptist Church and founding site supervisor of the first Warming Place and Amherst Homeless Shelter at FBC continues as the founding President of Craig's Doors. Jerry's extensive business and contracting experience bring the highest level of executive business skill and guidance to the board of Craig's Doors in service to both its short-term and long-term mission to provide shelter and low-income housing for the homeless in Amherst.

Seren Derin, board member and Treasurer

Seren Derin is a resident of Amherst and has served as Fiscal Director of Stavros Center for Independent Living, Inc. since 1983 where she is responsible for an operating budget of \$8,500,000+, including managing the Fiscal Intermediary Program that serves over 6,300 consumers, including payroll, accounts payable, billing and reporting, and the supervision of 46 staff members. Seren has volunteered in a number capacities for the Town, serving on various committees; she is current a board member of Interfaith Housing Corporation, Inc. and Zonta Club of Northampton Area (serving as treasurer for two terms.) Seren holds a degree in Business Administration and brings nearly 30 years of financial accounting and fiscal operations experience to Craig's Doors as its Treasurer.

Kevin Noonan, founding board member and Clerk (proposed Director of Programs)

Upon the successful application of Craig's Doors to operate the emergency shelter for the 2011-2012 season, Kevin Noonan, resident of Amherst, will join the staff of Craig's Doors as Director of Programs. As such, Mr. Noonan will oversee all shelter operations, including staff supervision and training, code/Health Department requirements, policy, procedures and maintaining detailed records in compliance with Town reporting requirements. Mr. Noonan brings with him nearly 30 years of experience directing services for the homeless, low-income and refugee populations in the United States, Asia, Africa and Central America (please see attached resume). As Executive Director for twenty years of Open Pantry Community Services of Springfield, MA (a private, non-profit agency with an annual budget of \$3.4M operating nine distinct programs for the poor, homeless and disadvantaged), his knowledge of the management and operations of sheltering represent an exceptional asset to the Craig's Doors/FBC partnership proposal. Kevin's commitment to community service includes serving as a Town Meeting member and as a past member of the Committee on Homelessness. Kevin served as the volunteer coordinator of the Warming Place (2009-January 2010) and Consulting Manager of the Amherst Homeless Shelter for the FBC during the 2010-2011 shelter season. Most recently, he has been actively involved in disaster relief efforts and housing support in Springfield in the wake of severe tornado damage.

Jan Dizard, founding board member

Jan Dizard is a professor at Amherst College where he has taught since 1969. An Amherst resident, he has served the town in a number of capacities—an elected town meeting member, ten plus years on the Planning Board, a board member and now president of Interfaith Housing which has been actively promoting affordable housing for the past forty years. He is a founding member of Friends of Amherst Recreation and has volunteered for many task forces, most recently working with the Council on Aging to facilitate a study of the needs of the town's elderly population.

Andrea Lorraine, board member

Andrea Lorraine, Craig Lorraine's sister, grew up with Craig and their two sisters in Western Massachusetts. Andrea graduated from the University of Vermont with a Bachelor of Science degree in Medical Technology. Since graduating, she has worked in various capacities at Quest Diagnostics in Cambridge, Massachusetts, currently as both the Director of Laboratory Operations and the Manager of the Microbiology Department. She also serves on the Board of Directors of the Bay state chapter of CLMA (Clinical Laboratory Management Association). A Chicopee native, Andrea now resides in Salem, MA, although retains strong connections with family and friends in the Pioneer Valley. Andrea brings an important perspective to the work of Craig's Doors through her long personal experience as a family member of a shelter guest who was without a home for many years. Andrea and her sisters are thus intimately familiar with the struggles associated with homelessness and the challenges that confront families and friends who care deeply for and seek to address the variety of issues with which individuals suffer as a consequence of chronic homeless. Andrea is an eloquent and compassionate speaker on behalf of the families of those who are homeless and brings with her a strong commitment to improving the conditions of people in our region who are homeless in Craig's memory.

**OFFICERS AND BOARD OF DIRECTORS
INTERFAITH HOUSING CORPORATION
OF AMHERST**

2009

Jan Dizard- President/Director
41 High St., Amherst, MA

James Lumley- Treasurer/VP/Director
24 Harkness Rd., Amherst, MA

C. Thomas Hancock- Clerk/Director
28 Village Park, Amherst, MA

Seren Derin- Director
22 Alyssum Drive, Amherst, MA

Doug Raybeck- Director
500 S. Pleasant Street, Amherst

Chris Riddle- Director
252 Strong Street, Amherst, MA

Robert Ryan- Director
120 Cottage Street, Amherst, MA

09/27/2009

ORGANIZATIONAL CHART--Craig's Doors--A Home Association, Inc.

Craig's Doors Board of Directors:

Jerald Gates, President

Seren Derin, Treasurer

Kevin Noonan, Clerk

Jan Dizard

Andrea Lorraine

Executive Director: Laura Quinn, PhD

Amherst Shelter Organizational Chart

Program/Operations Director: Kevin Noonan

Assistant Director, Operations: tbd

Volunteer Coordinator: tbd

Shift Supervisors: tbd

Intake Workers: tbd

Overnight staff:

Craig's Doors - A Home Association, Inc.

Board of Directors

**Laura Quinn, PhD
Executive Director**

**Kevin J. Noonan
Director of Programs**

Shift Supervisors

Direct Service Workers

Volunteers

Guests

First Baptist Church

434 North Pleasant | Amherst, MA 01002 | www.fbcamherst.org | 413-549-3596

Greg Mozel
Lead Pastor

September 7, 2011

Brant Lingle
Worship Pastor

Josh Raskin
*Student Ministry
Pastor*

Carolyn Mozel
Children's Director

Jeanne Parks
Choir Director

Ron Loescher
Care Minister

Dawn Murry
Bookstore Manager

Erin Ferry
Administrator

Dear Town of Amherst and Selection Committee,

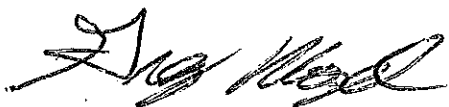
I'm writing in support of Craig's Doors Home Association to be selected as the operating agency of the Amherst Homeless Shelter this winter. Our church has been blessed to host the shelter the past two years. The collaboration of the Town of Amherst, social service agencies, local faith communities, and caring individuals has made the shelter possible. I am anticipating building on this success to continue meeting needs of our homeless neighbors this winter.

The creation of Craig's Doors is a welcome asset in our community. I have utmost trust in the character and experience of its founders. Jerry Gates bring years of experience as a contractor with an impeccable reputation in our community. Kevin Noonan offers years of experience managing homeless shelters in our region. Laura Quinn has served homeless people for years and raised millions of dollars as a professional fundraiser. These professionals have volunteered to create Craig's Doors. Their work during the past two years establishing the shelter, renovating the shelter space, and raising funds has been critical to First Baptist Church's ability to host the shelter site. I'm also excited because this is a grass-roots effort from within our own community.

I'm grateful for the commitment of Craig's Doors board members. Jan Dizard, President of the Interfaith Housing Corporation, was integral to the successful site renovations. Seren Derin brings valuable fiscal expertise and non-profit experience to the board. Andrea Lorraine, sister of Craig Lorraine, in whose memory Craig's Doors was named, adds unique dedication to the shelter where her brother spent many nights.

Craig's Doors is comprised of highly qualified, local residents who are deeply committed to our community. These people have proven success working collaboratively with the faith-based community, non-profit organizations, and the town. I commend Craig's Doors to you as a wise choice as the shelter operator for the 2011-2012 season.

Sincerely,



Greg Mozel
Senior Pastor

To: Town Manager, Select Board, Community Development Advisory Committee

From: Reikka Simula Gooden, vice chair of Amherst Committee on Homelessness

Date: September 12, 2011

Subject: Endorsing shelter operation by Craig's Doors for both 2011-2012, and 2012-2013 seasons

At our September 8, 2011 meeting, the Committee on Homelessness discussed the merits of Craig's Doors-- a local nonprofit organization, to operate the shelter for both 2011-2012, and 2012-2013 seasons.

Our committee voted unanimously to support its application to operate the Amherst Homeless Shelter at the First Baptist Church this winter, and for its 2012 CDBG application for social service funding.

Briefly stated, we believe Craig's Door organization will be the best fit for the operation of the Shelter:

Assisting the homeless: The track record of the individual members in the Craig's Doors

Being a new nonprofit agency, Craig's Doors does not have a formal experience of running a homeless shelter on its resume. However, the individual members of the agency do have strong track record of operating a homeless shelter. In particular, we noted Kevin Noon—one of the board members, run a homeless shelter in Springfield for over twenty years. He was also the one, while as a member of our committee, helped started the Warming Place for the homeless in Amherst in 2009. The agency's executive director-- Laura Quinn, worked as a staff member during the Warming Place phase of the shelter. She worked with Jerry Gates and others to help raise about \$90,000 to upgrade the shelter such that it was able to receive state approval for occupancy permit. Jerry Gates has been instrumental in making sure the facility meets the state's and Amherst's building codes. Mr. Gates have been in development business for more than thirty years. He builds and maintains affordable housings in the area. For example, 80% of the apartments in the Echo Hill Village apartments --- which is owned by him, are rented to low income, or Section 8 families.

These three individuals from the Craig's Doors agency has worked together in such a seamless way that the Amherst was able to have a place to care for the homeless in the past two winters.

Keeping money locally: Committee's preference for a local agency

With all things being equal, the committee prefers a local agency to agencies from out of town. The Town has earmarked \$101,000 of CDBG funding for the shelter. The money will be used to pay for worker's wages, and to buy food and supplies. By contracting the shelter to Craig's Doors agency, we can be sure that the money will be spent locally to support local economy.

Community mobilization: Craig's Doors successful networking with other local faith communities and nonprofit organizations

Individuals in Craig's Doors are able to mobilize local faith community, non profit organizations, and private donors to raise the \$90,000 funds needed to complete the renovation of the Shelter to meet state and local building codes. They have a proven history of organizing the community for the sake of the homeless, and the shelter. Volunteers are needed to ensure the success of the shelter program. They also enrich the shelter experience of guests. Volunteers are need for meal preparation, shelter set-up, and guest mentoring. Craig's Doors has done the networking with local faith community and other nonprofit organizations will be a big plus in recruiting volunteers for the shelter.

Experience working with committees/boards and municipalities

Ms. Quinn and Mr. Noonan used to serve on the Committee on Homelessness. They are also current Town Meeting members. They know the intricacy of town government and its inner workings. They have been through the CDBG funding application process to obtain funds for the shelter. They have been actively involved in the shelter in the last two winters. They are fully aware of the shelter oversight issues. They will, instead of fighting the system, work with the system. They have proved to consensus builders and steadfast supporters of the homeless shelter.

In addition, Mr. Gates, as a developer in the Town of the Amherst since the 60's, and in its most recent capacity as the First Baptist Church maintenance director interfacing with the Town's building inspector, fire chief, planning staff, health department director, and Town Manager, has abundant experience working with the municipalities. Thanks to his familiarity of Town government, and the building and fire code requirements, Amherst was able to get through the administrative requirements and obtained the occupancy permit for the shelter last winter. There will be continued upgrade needed at the shelter in order to stay current with the building and fire codes. Mr. Gate's expertise working with the municipalities will be such an asset in this regard.

Through its individual members, Craig's Doors agency has strong ties to the homeless in the community. Its familiarity with local social service agencies is sure to commend high caliber outreach and referral service providers. Its network with local faith communities and nonprofit organizations will guarantee an abundant of volunteers for the shelter. In addition, its experience working with the local government and committees/boards will ensure a smooth shelter operator/ town relationship. Finally, the track record of the individuals involved with the Craig's Doors in their effort to assist the homeless is unparallel in this community.

In conclusion, the Committee on Homelessness wishes to express our ultimate support and endorsement for the Craig's Doors application to be the operator of the shelter in the 2011-2012 season, and for its 2012 CDBG application for socials service funding.